Saskatchewan
Property Management
Corporation

Cornerstones

1999 - 2000 Annual Report

Corporate Profile

SPMC is a diverse Crown corporation mandated to provide accommodation and commercial services to government departments, Crown corporations, boards, agencies and commissions. The corporation also provides these services to other levels of government and various non-governmental organizations.

The corporation is comprised of four main divisions: Accommodation Services, Finance and Corporate Services, Commercial Services and SaskGeomatics.

Our Corporate Vision

SPMC will be a recognized and respected organization of choice for property management, commercial and support services. To be an organization of choice means to us:

...customers will say: "Given a choice, I would use SPMC as my partner."

...employees will say: "Given a choice, I would work for SPMC."

...members of the public and the government will say: "SPMC continues to demonstrate innovation and commitment to success, while remaining a responsible public organization."

Our Corporate Mission

To build on our successes and to apply continuous improvement to the delivery of our financial, human and physical resources in performing quality service for our customers.

Our Corporate Values

- Consistently delivering responsive, cost-effective and timely service to our customers.
- Constantly pursuing new initiatives to respond to evolving business opportunities.
- Conducting ourselves in an ethical and professional manner.
- Nurturing an innovative, skilled and highly motivated team of employees.
- Diligently securing sustainable, positive financial performance through effective financial planning and management.
- Persistently taking pride in our accomplishments and communicating our successes.

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Letter of Transmittal

October 2000

To Her Honour
The Honourable L. Haverstock
Lieutenant-Governor
Province of Saskatchewan

Your Honour:

I have the honour to submit herein the annual report of the Saskatchewan Property Management Corporation for the period April 1, 1999, to March 31, 2000. Included are the financial statements for the year, duly certified by Ernst & Young LLP, Chartered Accountants, and in a form approved by Treasury Board. This is all in accordance with the Saskatchewan Property Management Corporation Act.

I have the honour to be, Madam, your obedient servant,

Doreen Hamilton
Minister Responsible for
Saskatchewan Property
Management Corporation

President's Message

This past year SPMC made a commitment to a set of objectives which will help us measure our corporate success. Those objectives, and our plan for achieving them, are articulated in SPMC's Strategic Business Plan.

The success of this plan is dependent upon four cornerstones: customer focus, financial performance, employee focus, and public policy. In recognizing these cornerstones, we establish where it is that we must focus our attention, our energy and our best efforts.

Although we are only one year into our five-year business plan, SPMC already has a series of concrete examples which demonstrate our commitment to success and our ability to achieve it.

ShopSPMC is one such example. ShopSPMC, SPMC's maiden voyage into the world of e-commerce, has proven to be an ideal way for us to provide better service to our customers. In today's busy work environment, the opportunity to purchase goods and services via the internet saves time for our customers and we are proud to be able to offer this solution.

That's just one example of how the business plan has been put into action. There are many more examples within this year's annual report, as well as some details about where we plan to go from here.

John Law
President

Strategic Business Plan

In 1999, Saskatchewan Property Management Corporation unveiled a new and exciting five-year business plan. Within this plan, the corporation has laid out its key priorities and business objectives, as well as defined four cornerstones that will guide how the corporation does business. Those cornerstones are: customer focus, financial performance, employee focus and public policy. In releasing that document, SPMC President John Law told employees there would be many reasons to celebrate the successes and accomplishments of the corporation as it embarked on its newly laid out five-year plan.

He was right.

The 1999-2000 fiscal year was indeed a successful year for SPMC, thanks in large part to the dedication and enthusiasm of the staff.

This year's annual report focuses on some of those successes and demonstrates the ways SPMC has put the four cornerstones to work in building our success.

SPMC's Four Cornerstones

1. Customer Focus
2. Financial Performance
3. Employee Focus
4. Public Policy

Customer Focus

SPMC provides an astounding array of services. We provide accommodations and office supplies, vehicles and telecommunications, risk management services and much, much more.

But the breadth of our offering is irrelevant if we do not offer exceptional customer service. Today, SPMC is facing the challenge of providing goods and services in an environment where our customers increasingly have choices. In that environment, service is what sells.

That is why SPMC has identified customer focus as one of its four cornerstones.

In the 1999-2000 fiscal year, SPMC had several significant successes in this area.

ShopSPMC is one good example. The ShopSPMC website was launched in December 1999 as a way for SPMC's customers to make their purchases from our Distribution Centre online. The site offers up-to-date information on the goods available to them as well as a way to more quickly make their purchases. "This project was five years in the making," said Tony Walsh, Distribution Centre director. "It was needed and it was driven by the customer, but it has succeeded because of the teamwork that's gone into it."

ShopSPMC has indeed been a corporate effort. It was developed by SPMC's Corporate Systems Division and launched through our Distribution Centre. Shortly after its launch, ShopSPMC expanded to include information about what courses the Human Resources Development Branch has available to outside agencies and it will soon be expanding to include the Purchasing Branch, Sales and Salvage and other services offered by SPMC.

Another example of SPMC's successful focus on customers is the Highways Millennium Partnership.

The Accommodation Services Division worked with the Department of Highways and Transportation in the 1999-2000 fiscal year to develop a framework that would enable the two agencies to work more closely together. This partnership is designed to ensure SPMC is providing maximum service to the Department of Highways and Transportation, thus freeing staff within that department to focus more closely on their core areas of expertise.

"By working closely with our customers, SPMC is able to help them do what it is they do best," said Garth Rusconi, SPMC's vice-president of Accommodation Services. "It also challenges us to take customer service to a whole new level, based on really learning about our customers and

listening to what they tell us about how we can best help them."

This agreement empowers both organizations to do what it is they do best, and SPMC will be working to create similar arrangements with other clients.

SPMC cares a great deal about providing superior customer service. To measure how well we're doing, we have asked our customers in the federal government sector to fill out surveys about that very topic. The survey results have assured us that we are meeting, and exceeding, our customers' expectations. In fact, satisfaction ratings from these clients exceeded 95 per cent.

Service is what sells...

Financial Performance

In addition to focusing on our customers, it is our duty as part of the public sector to ensure the finances of the corporation are responsive and responsible. It is also our obligation to effectively manage the assets in our portfolio and to ensure long-term sustainability.

SPMC takes great pride in the financial successes of the 1999-2000 fiscal year.

"One of our biggest projects during the fiscal year was to develop a three-year financial plan to minimize our reliance on grant funding," said Debbie Koshman, vice-president of SPMC's Finance and Risk Management Division.

That plan addresses opportunities through the corporation's divisions and included the introduction of purchase cards "which have led to efficiencies that allow us to reduce our reliance on grant funding," Koshman said.

SPMC's Commercial Services Division continued to experience revenue growth (of three to four per cent in the past fiscal year) and has positioned this growth to assist the corporation in achieving its goal of reducing reliance on grant moneys. Commercial Services has also established new customers in each of its branches, including over 100 new customers for its Distribution Centre, and more than 30 for both the Central Vehicle Agency and the Echo Valley Conference Centre. These new customers will assist the corporation in further reducing its reliance on grant funding.

"We've been able to increase the usage of the Echo Valley Convention Centre by 30 per cent over the past two years," said Al Moffat, vice-president of Commercial Services. "The success we've had with Echo Valley means we've been able to increase our revenue, we've been able to create jobs and economic growth in the Fort Qu'Appelle area and we've been able to ensure the preservation of an important historic landmark."

Internally, the Corporate Systems division ensured our systems were functional more than 99 per cent of the year. This includes the successful handling of all Y2K issues and, as a result, SPMC systems smoothly made the transition from 1999 to 2000. In an environment that is increasingly dependent on technology, that standard of internal service is essential for ensuring we are able to do business in a manner that meets the needs of our customers and ensures their satisfaction and on-going support.

"Technology is a renewed focus within SPMC," said Fred Kolls, SPMC's Chief Information Officer. "In today's business environment, stable, efficient technology is a core requirement, not a neat little frill. We know technology is a requirement for our staff and so we're moving ahead at a ferocious rate."

Achieving financial success . . .

SPMC's Telecommunications Branch also made a significant contribution to the corporation's bottom line by investigating options for reducing the cost of phone service. As a result of that work, the corporation developed a plan to purchase telephone equipment for the provincial government, creating savings of $1.3 million annually. The branch also negotiated further reductions to SPMC's long distance and voice mail service rates.

Another example of how the corporation has succeeded in achieving financial success is the collaboration it has embarked on with the City of Prince Albert. Through the Accommodation Services Division, SPMC began construction of a new provincial courthouse in Prince Albert. Plans for the courthouse included joining with the City of Prince Albert to share a parking lot, thus reducing the cost to both SPMC and the local municipal government. SPMC is proud of this because it's a good example of our willingness to explore options for building partnerships and reducing the costs.

Employee Focus

SPMC recognizes the importance of the people who work for the corporation. That is why creating a strong employee focus is identified as one of SPMC's four cornerstones.

The Corporate Development Division was one of two new divisions established at SPMC in the 1999 – 2000 fiscal year. By creating this division, SPMC now has a team to take the lead on managing internal change and transition issues that arise as a result of the strategic business plan.

"As a division, we're here to support the organization and ensure our efforts are aligned with the strategic business plan. Often times when changes occur, organizations tend to concentrate on the process and technology issues without focusing enough attention on the people and the organization issues associated with change. Corporate Development assists divisions and branches to help ensure that isn't the case at SPMC," said Ron Wight, vice-president of Corporate Development. "We're here to make sure the internal support is in place so that SPMC can get to where it wants to be as an organization."

Some of the key initiatives Corporate Development has led in this regard during 1999-2000 include the identification of core and leadership competencies, implementation of corporate performance measurements, and laying the groundwork for a corporate-wide cultural assessment.

However the responsibility for focusing on employees does not rest solely with Corporate Development.

Indeed, attending to our employees is a responsibility all divisions share.

Take, for example, the Accommodation Services Division (ASD) which worked closely with Corporate Development in the 1999-2000 fiscal year to establish a Rewards and Recognition policy. This policy has been designed for employees within ASD who pursue further education or professional certification in areas related to the division's goals.

Recognizing SPMC's workforce includes a large number of Baby Boomers who will soon begin to consider retirement, Accommodation Services also dedicated some of its efforts in 1999-2000 to establishing a process for identifying positions which will be critical for the division to address in its Succession Planning Program.

Corporate Systems, another division new to the organization in 1999-2000, has also made employee focus a priority.

SPMC recognizes the importance of the people who work for the corporation . . .

Corporate Systems has met the corporation's requirement that we focus on our employees by developing new opportunities for internal communications through the use of e-mail videos. Corporate Systems also expanded and improved the way information was delivered to SPMC regions, enabling staff to save time and more efficiently communicate with customers.

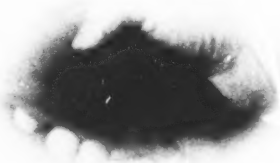
SPMC has also dedicated resources in 1999-2000 to the development of an Employee Health and Safety manual as well as to the continued delivery of health and safety courses to the corporation's employees from across the province.

Public Policy

The fourth and final cornerstone identified within SPMC's strategic business plan is public policy. As an agency of the provincial government, SPMC must look beyond the scope of its immediate concerns and give substantial consideration to issues of public policy.

Several accomplishments in the 1999-2000 fiscal year speak to SPMC's commitment to this cornerstone.

First and foremost, SPMC is determined to ensure we are offering a full-range of goods and services to as many publicly funded agencies as possible.



By doing this — as we did with the Millennium Partnership with Department of Highways and Transportation — SPMC ensures our clients can focus their resources on their core competencies, knowing SPMC is attending to their accommodation and service needs. This fits neatly with the provincial government's accountability project since by working to build our client base, SPMC is ensuring optimum use of taxpayers' dollars.

At a program level, SPMC continues to work co-operatively with other government agencies for the betterment of the province as a whole. One example of this is the Air Ambulance service, which operates in partnership with the Department of Health, and increased the total number of patients served by 20 per cent and its total distance travelled by 18 per cent during the 1999-2000 fiscal year.

In 1999-2000, SPMC put significant effort into developing a Security Policy and Procedures Manual. This document will be of significant value as SPMC takes its place in discussions surrounding the provincial government's stated desire to develop a government-wide Information Technology Security Policy early on in this new millennium.

SPMC's Telecommunications Branch made a considerable contribution to fulfilling public policy by successfully supporting 19,000 intergovernmental users of the GEMS, the government-wide email system. This service increased from 1.5 million messages in 1998-99 to 7 million in 1999-2000.

Also in 1999-2000, SPMC worked diligently on the preservation of Saskatchewan's heritage. SPMC did this by securing a summer tenant for the Echo Valley Conference Centre as well as by working with Municipal Affairs, Culture & Housing to develop a strategy to support the province's commitment to create a comprehensive approach to heritage preservation throughout Saskatchewan.

Corporately, SPMC has shown its commitment to exploring and implementing pay equity throughout the corporation and to developing a Business Resumption Plan.

The joint job evaluation/pay equity project is mandated by the provincial government and is part of SGEU's collective agreement. During the 1999-2000 fiscal year, SPMC management, SGEU and CUPE came to agreement on the terms of reference for this review.

The Business Resumption Plan details how SPMC plans to continue its operations in the event of a catastrophic event. This plan was requested by both the provincial auditor and our federal government sector clients and is indicative of the importance of SPMC's position as a provider of essential business infrastructure.

SPMC must look beyond the scope of its immediate concerns...

1999 - 2000 Financial Statements

Management's Report

The accompanying financial statements and all information in the annual report are the responsibility of management. The financial statements that follow have been prepared in accordance with generally accepted accounting principles.

Management uses internal controls and exercises its best judgement so that the financial statements reflect fairly the financial position, results of operations, and changes in cash flows.

To ensure the integrity and objectivity of the financial data, management maintains a comprehensive system of internal controls, including written policies, an organizational structure that segregates duties, and an internal-audit program. These measures provide reasonable assurance that transactions are recorded and executed in compliance with legislation and required authority, assets are properly safeguarded, and reliable financial records are maintained.

The financial statements have been approved by the corporation's Board of Directors and Treasury Board of the Government of Saskatchewan. The financial statements have been examined by the corporation's external auditors, whose report follows.

John Law
President

Debbie Koshman
Vice President, Finance and Risk Management

Regina, Saskatchewan
October, 2000

Auditors' Report

To the Members of the Legislative Assembly, Province of Saskatchewan

We have audited the statement of financial position of Saskatchewan Property Management Corporation as at March 31, 2000, and the statements of revenue, expenses and net assets and cash flows for the year then ended. These financial statements are the responsibility of the corporation's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in Canada. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the corporation as at March 31, 2000, and the results of its operations and the changes in its cash flows for the year then ended in accordance with accounting principles generally accepted in Canada.

Ernst & Young LLP

Chartered Accountants

Regina, Canada
April 28, 2000

Statement of Financial Position

As at March 31

(Thousands of dollars)

	2000			1999
	Operating	Capital	Total	Total
Assets				
Real estate investments (note 3)	27,561	332,020	359,581	359,197
Equipment (note 4)	—	28,343	28,343	39,443
Other assets (note 5)	7,038	—	7,038	7,882
Accounts receivable	19,527	1,420	20,947	22,109
Cash and marketable securities	1,000	—	1,000	1,767
	55,126	361,783	416,909	430,398
Liabilities and net assets				
Capital lease obligations (note 6)	49,230	—	49,230	52,737
Accounts payable	13,253	3,538	16,791	19,436
Deferred capital contributions (note 7)	—	280,413	280,413	281,703
	62,483	283,951	346,434	353,876
Net assets	(7,357)	77,832	70,475	76,522
	55,126	361,783	416,909	430,398

Commitments and contingencies (notes 6, 10, 14 and 15)

(See accompanying notes)

On behalf of the Board:

Steven E. Hamilton

Jean Hogal

Statement of Revenue, Expenses and Net Assets

For the year ended March 31

(Thousands of dollars)

	2000				1999
	Operating	**Capital**	**Total**	**Budget**	**Total**
				(unaudited)	
Revenue (notes 7 and 12)					
Accommodation	98,573	15,847	114,420	112,677	109,785
Vehicles	24,032	—	24,032	24,082	22,992
Grants	18,079	—	18,079	17,972	21,867
Other services	23,347	121	23,468	19,174	21,439
	164,031	15,968	179,999	173,905	176,083
Expenses					
Lease	28,610	—	28,610	34,369	29,436
Property management (note 8)	68,295	—	68,295	63,426	71,466
Interest - capital lease	5,882	—	5,882	5,738	6,152
Depreciation	3,293	21,773	25,066	25,348	25,847
General operations (note 8)	50,140	—	50,140	49,333	45,052
	156,220	21,773	177,993	178,214	177,953
Excess of revenue (expenses) before:	7,811	(5,805)	2,006	(4,309)	(1,870)
Loss on capital assets	(11)	(414)	(425)	(200)	(689)
SaskGeomatics operations (note 14)	(319)	(2,071)	(2,390)	(1,672)	(4,109)
Excess of revenue (expenses)	7,481	(8,290)	(809)	(6,181)	(6,668)
Net assets, beginning of year	(11,521)	88,043	76,522		82,690
Contribution for land from Government of Saskatchewan - General Revenue Fund	—	656	656		500
Transfer of SaskGeomatics (note 14)	(4)	(5,890)	(5,894)		—
Transfer between funds	(3,313)	3,313	—		—
Net assets, end of year	(7,357)	77,832	70,475		76,522

(See accompanying notes)

Statement of Cash Flows

For the year ended March 31
(Thousands of dollars)

	2000	1999
Operating activities		
Excess of revenue (expenses)	(809)	(6,668)
Non-cash items affecting operations		
Depreciation	25,066	25,847
Amortization of deferred capital contributions	(15,968)	(17,047)
SaskGeomatics operations - depreciation and amortization of deferred capital contributions	2,051	2,770
Loss on capital assets	425	689
Recovery of SaskGeomatics working capital	1,270	—
Changes in non-cash working capital		
Accounts receivable	(2,983)	1,095
Other assets	170	(475)
Accounts payable	(3,163)	(1,261)
	6,059	4,950
Investing activities		
Purchases of capital assets	(26,813)	(15,179)
Proceeds from sale of capital assets	2,818	2,387
Change in accounts payable	1,023	1,181
	(22,972)	(11,611)
Financing activities		
Proceeds of deferred capital contributions	15,926	9,196
Repayment of capital lease obligations	(3,502)	(2,981)
Proceeds of contributions for land purchases	656	—
Change in accounts receivable	3,066	(1,288)
	16,146	4,927
Decrease in cash and marketable securities	(767)	(1,734)
Cash and marketable securities, beginning of year	1,767	3,501
Cash and marketable securities, end of year	1,000	1,767
Cash and marketable securities consist of:		
Cash (bank overdraft)	(2,800)	(2,473)
Marketable securities with maturities less than 30 days [5.25% (1999 - 5.16%)]	3,800	4,240
	1,000	1,767

(See accompanying notes)

Notes to the Financial Statements

March 31, 2000

(Thousands of dollars)

1. Status of the corporation

The Saskatchewan Property Management Corporation ("SPMC" or "the corporation") was established under *The Crown Corporations Act, 1978*, by Order-in-Council #357-86 of 1986, and continues under *The Saskatchewan Property Management Corporation Act*. By virtue *of The Crown Corporations Act, 1993*, SPMC has been designated as a provincial Treasury Board Crown corporation. Accordingly, the financial results of the corporation are included in the summary financial statements of the Province of Saskatchewan. As a provincial Crown corporation, SPMC is not subject to federal income tax, provincial income tax, federal large corporations tax or goods and services tax.

The corporation was established to provide a full range of accommodation, commercial and custodial services to government departments, agencies and Crown corporations.

2. Significant accounting policies

These financial statements have been prepared in accordance with generally accepted accounting principles and include the following significant accounting policies:

a) Fund accounting

The corporation's financial position and operating activities have been divided into the following major groupings:

i) Operating fund

The Operating fund includes net assets and income generated from the operations of the corporation. The Operating fund includes the capital assets under capital lease. Revenue includes charges for accommodation and commercial services and grants received from the Government of Saskatchewan - General Revenue Fund for custodial services. Expenses relate to the delivery of these services.

ii) Capital fund

The Capital fund includes the capital assets to which the corporation has legal title. Revenue consists of the annual amortized portion of contributions received from the Government of Saskatchewan - General Revenue Fund for the construction, purchase or development of capital assets (Note 2(b)).

b) Revenue recognition - Capital fund

Contributions received or receivable from the Government of Saskatchewan - General Revenue Fund for the construction, purchase or development of depreciable capital assets, including assets transferred from the Government of Saskatchewan - General Revenue Fund, are deferred and amortized to revenue on the same basis as the related capital asset is depreciated. Contributions received from the Government of Saskatchewan - General Revenue Fund for the purchase or development of non-depreciable capital assets such as land, including non-depreciable capital assets transferred from the Government of Saskatchewan - General Revenue Fund, are recognized as direct increases in the net asset balance in the year of acquisition.

Other amounts received or receivable from other sources during construction or development reduce the cost of the related asset.

c) Capital assets

i) Real estate investments

Properties contributed by the Government of Saskatchewan - General Revenue Fund are stated at appraised value approximating the government's depreciated historical cost at the date of transfer, determined by techniques generally accepted in the appraisal industry. Properties purchased or constructed by the corporation are stated at cost.

Properties acquired under capital lease arrangements are stated at the lesser of the present value of the minimum lease payments and the fair market value of the leased property.

The corporation capitalizes all direct costs relating to projects under construction including general, administrative and interest expenses.

Depreciation on buildings is recorded on a straight-line basis over their estimated useful lives. The estimated useful lives of buildings are between one and 55 years. The average estimated useful life approximates 20 years.

ii) Equipment

Equipment purchased by the corporation is stated at cost.

Depreciation on equipment is recorded on a straight-line basis over the estimated useful life of the asset. The estimated useful lives range from two to 10 years.

Capital assets that can no longer be used by the corporation for their intended purpose are written down to net realizable value.

d) Inventories of parts and supplies

Inventories of parts and supplies are stated at the lower of cost as determined on a first in, first out basis and replacement cost.

e) Cash and marketable securities

The corporation's marketable securities are considered to be cash equivalents and are recorded at cost, which approximates market value.

f) New accounting standards

The Statement of Cash Flows for the year ended March 31, 1999 has been restated to reflect the new requirements under Section 1540 of the Canadian Institute of Chartered Accountants (CICA) Handbook, *Cash Flow Statements*. Reported cash flows continue to be classified by operating, financing and investing activities. The new disclosure does not impact the reported cash flows.

3. Real estate investments

	2000			1999
	Land	Buildings	Total	Total
Operating fund				
In operation - under capital lease	—	65,748	65,748	66,629
Accumulated depreciation	—	(38,187)	(38,187)	(35,775)
	—	27,561	27,561	30,854
Capital fund				
In operation	46,462	460,077	506,539	501,350
Under construction	1,156	22,858	24,014	10,059
Held for disposal	18	331	349	327
	47,636	483,266	530,902	511,736
Accumulated depreciation	—	(198,882)	(198,882)	(183,393)
	47,636	284,384	332,020	328,343
	47,636	311,945	359,581	359,197

During 2000, the carrying value of real estate investments was reduced by 45 (1999 - 259) to reflect the reduced value of assets that can no longer be used by the corporation for their intended purpose.

No interest expense was capitalized during the year (1999 – nil).

4. Equipment

	2000			1999
	Cost	Accumulated Depreciation	Total	Total
Operating fund				
Other	—	—	—	11
Capital fund				
Vehicles	54,980	(33,767)	21,213	21,761
Aircraft	8,278	(2,415)	5,863	5,939
Geographic information system	—	—	—	10,013
Furniture	1,261	(959)	302	630
Other	1,648	(683)	965	1,089
	66,167	(37,824)	28,343	39,432
	66,167	(37,824)	28,343	39,443

During the year, the carrying value of equipment was reduced by 33 (1999 - 221) to reflect the reduced value of assets that can no longer be used by the corporation for their intended purpose.

5. Other assets

	2000	1999
Inventories of parts and supplies	4,153	4,776
Prepaid expenses	2,885	3,106
	7,038	7,882

6. Capital and operating lease obligations

Future minimum lease payments under capital leases for buildings and operating leases for buildings and vehicles are:

Fiscal year	Capital leases	Operating leases
2000-01	12,597	25,960
2001-02	12,543	20,242
2002-03	12,226	16,678
2003-04	11,768	12,345
2004-05	11,275	9,278
Subsequently	57,291	20,640
	117,700	105,143
Less:		
Interest implicit in leases at an average rate of 12.63%	35,693	
Executory costs	32,777	
	68,470	
	49,230	

Capital leases expire at various dates up to May 31, 2012.

7. Deferred capital contributions

	2000	1999
Balance, beginning of year	281,703	289,910
Contributions received or receivable from the Government of Saskatchewan - General Revenue Fund	15,926	9,195
Transfer of SaskGeomatics (note 14)	(981)	—
Contributions amortized to revenue	(15,968)	(17,046)
SaskGeomatics operations – amortized contributions (note 14)	(267)	(356)
Balance, end of year	280,413	281,703

8. Expenses by object

Property management and general operations expenses on the statement of revenue, expenses and net assets are reported by object as follows:

	2000	1999
Salaries and benefits	36,138	34,009
Goods and services for resale	40,277	34,064
Utilities	11,479	10,768
Property maintenance	9,615	7,286
Other property management	13,768	23,936
Other general operations	7,158	6,455
Total property management and general operations expenses	118,435	116,518

9. Comparison of budget and actual results

The Board of Directors approves the corporation's budget. The budget disclosed in the financial statements is restated to the accrual basis for comparative purposes.

Treasury Board and the Legislative Assembly approve the level of grant funding provided to the corporation.

10. Commitments and Contingencies

At March 31, 2000 the corporation has construction and capital purchase commitments of 19,475 (1999 – 34,020).

In the normal course of business, SPMC becomes involved in various claims and legal proceedings. The final outcome of claims and legal proceedings pending at March 31, 2000 cannot be predicted with certainty. The corporation has provided for these claims in accordance with the advice received from legal counsel. The differences that may arise, between the amounts included in the corporation's accounting records and future settlements, are not expected to have a significant impact on the corporation's financial position or operating results.

11. Pension

Substantially all employees of the corporation are participants in either defined contribution or defined benefit pension plans.

Employees hired after October 1, 1977, make contributions to the Public Employees Pension Plan, a defined-contribution plan. Funding requirements are established by *The Superannuation (Supplementary Provisions) Act* and employee contributions are matched by the corporation.

Employees hired prior to October 1, 1977, who did not elect to transfer to the Public Employees Pension Plan by October 1, 1978, make contributions to the Public Service Superannuation Plan, a defined-benefit plan. The plan provides for pensions at retirement which are based on employees' years of service and their highest five years' earnings. The corporation does not make contributions to this plan. Pension obligations for this plan are the responsibility of the Government of Saskatchewan - General Revenue Fund.

12. Related party transactions

The corporation receives substantially all of its revenues from Saskatchewan Crown-controlled departments, agencies, corporations and public institutions. These revenues are determined primarily on the basis of recovery of costs incurred by the corporation. As a result, substantially all of the corporation's year-end accounts receivable are due from related departments, agencies, corporations and public institutions.

The corporation's financial statements include expenses such as rents, vehicle licenses, electrical and natural gas, telecommunication and data line (network) purchases, and employee benefit costs that result from routine operating transactions conducted at agreed upon rates with various related Saskatchewan Crown-controlled departments, agencies, corporations and public institutions.

The account balances resulting from purchases with related parties are included in the statement of financial position and are settled in normal trade terms. These transactions and amounts outstanding at year-end are as follows:

	2000	1999
Statement of Financial Position		
Capital lease obligations	8,442	8,709
Accounts payable	3,268	3,511
Statement of Revenue, Expenses and Net Assets		
Lease	1,911	1,849
Property management	10,767	10,188
Interest - capital lease	1,311	1,349
General operations	4,676	5,369

Other amounts payable to related parties and the terms of settlement are disclosed separately in these financial statements.

13. Financial instruments

	2000	1999
Capital lease obligations		
Carrying amount	49,230	52,737
Fair value	62,017	69,442

The fair value of the corporation's capital lease obligations is determined using year-end market rates. The carrying value of all other financial instruments including cash and marketable securities, accounts receivable and accounts payable approximates fair value as a result of the short period to maturity.

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. SPMC is not exposed to significant credit risk. The majority of the corporation's accounts receivable are owing from Saskatchewan Crown-controlled departments, agencies, corporations and public institutions.

14. Transfer of SaskGeomatics

Order-in-Council #730 of 1999 created the Saskatchewan Land Information Services Corporation ("SLISC"), a related party. SLISC assumed responsibility for the SaskGeomatics program operated by SPMC. The assets and liabilities of the program were transferred to SLISC effective January 1, 2000. The carrying value of assets and liabilities transferred were:

	Operating fund	Capital fund	Total
Equipment	9	8,106	8,115
Deferred capital contributions	—	(981)	(981)
Capital lease obligation	(5)	—	(5)
Accounts receivable	1,615	—	1,615
Other assets	514	—	514
Accounts payable	(505)	—	(505)
Total	1,628	7,125	8,753
Consideration received or receivable	(1,624)	(1,235)	(2,859)
Reduction in net assets	4	5,890	5,894

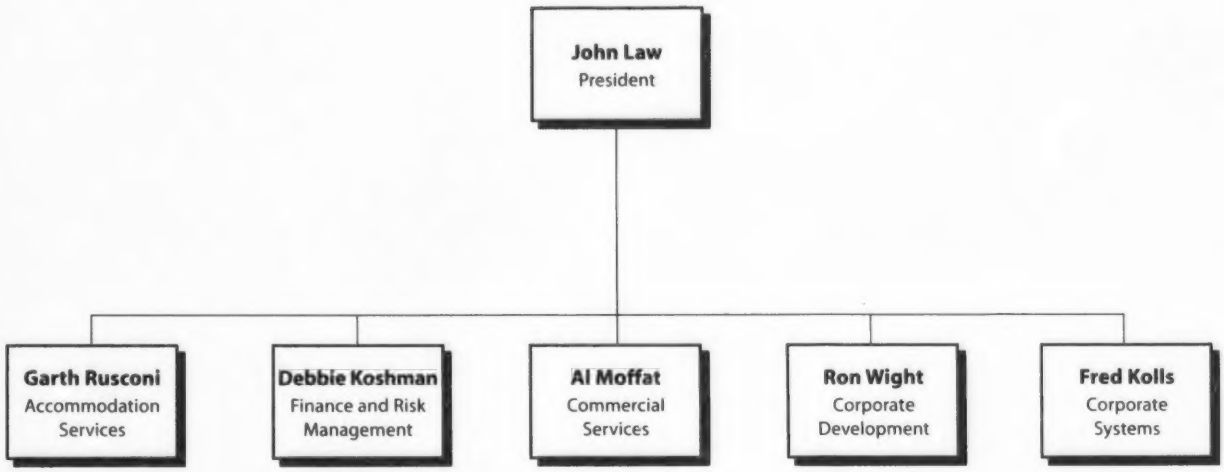
As of March 31, 2000, an assessment of the fair market value of the SaskGeomatics' Capital fund assets has not been finalized. SPMC may receive additional consideration upon completion of this assessment. The consideration will be recognized as an increase to net assets in the year the assessment is finalized.

The impact of SaskGeomatics on operations has been removed from revenue and expenses and disclosed separately. 1999 amounts have been reclassified to conform to the current year's presentation.

15. Uncertainty related to the Year 2000 issue

The Year 2000 Issue arose because many computerized systems use two digits rather than four to identify a year. Date-sensitive systems could have recognized the year 2000 as 1900 or some other date, resulting in errors when information using year 2000 dates was processed. In addition, similar problems may have arisen in some systems that used certain dates in 1999 to represent something other than a date. Although the change in date has occurred, it is not possible to conclude that all aspects of the Year 2000 Issue that may affect the entity, including those related to customers, suppliers, or other third parties, have been fully resolved.

Organizational Chart



Notes

1999 - 2000 Board of Directors

Hon. Doreen Hamilton, Chair

Hon. Glenn Hagel, Member

Senior Management

John Law, President

Debbie Koshman, Vice President, Finance and Risk Management

Al Moffat, Vice President, Commercial Services

Garth Rusconi, Vice President, Accommodation Services

Ron Wight, Vice President, Corporate Development

Fred Kolls , Chief Information Officer, Corporate Systems

Head Office

Saskatchewan Property Management Corporation

1840 Lorne Street

Regina, Saskatchewan

S4P 3V7

Additional Information

If you require more copies of this report or further information about SPMC, please contact the Communications Branch at 787-1238.

E-mail: comments@spmc.gov.sk.ca

Visit SPMC's website at: www.spmc.sk.ca

Saskatchewan
Property Management
Corporation

Supplementary Information

1999 - 2000 Annual Report

Schedule of Payments

Unaudited listing of payees that received $20,000 or more for 1999-2000 (excluding grants and personal services).

Payee	Amount
Acklands-Grainger Inc.	$66,501
Action Office Interiors	57,586
Agrifoods International Co-operative Ltd.	29,000
Aim Electric Ltd.	44,686
AIZER Contracting Inc.	133,349
Alford's	26,019
Alliance Energy Ltd.	891,829
Allmar Distributors Ltd.	124,448
Alsask Fire Equipment Ltd.	21,942
Aodbt Olfert Dressel Burnyeat Tracey Architects Ltd.	237,633
Arcee Construction Ltd.	23,455
Arco Equipment Sales Ltd.	33,817
Arcon Services Ltd. Fasttrack Mgmt Group Ltd.	126,522
Arctic Savings and Credit Union	41,875
Arken Electrical Ltd.	49,109
Arm River, Rural Municipality No. 252	23,582
Army & Navy Department Store Limited	336,648
Arnold Dobroskay Architect Inc.	26,323
Assiniboia, Town of	25,825
Associated Asbestos Abatement Ltd.	64,223
Atco Structures Inc.	70,181
Austrocan Investments Inc.	203,967
Auto Chek	20,251
Autodesk Canada Inc.	36,185
AutoDynamic Controls and Technology Ltd.	44,869
Avanti Office Products	901,440
AV-Base Systems Inc.	22,900
Aviation Unlimited (1990) Inc.	26,788
Axidata Inc.	164,745
B & L Service (1995) Ltd.	27,811
B. Rajani Architect Ltd.	30,279
Banadyga Mitchell Partnership Architects	27,785
Bank of Canada	89,895
Bank of Montreal	56,530
BDR Investments Ltd.	166,060
Ben Kelley Architect Inc.	211,441
Bennett Floors	20,178
Bentall Properties Ltd. and Truscan Property Corporation	51,766
Big Quill, Rural Municipality No. 308	27,935
Biggar, Rural Municipality No. 347	23,151
Blue Water Enterprises	50,400
Bowen Investments Inc.	23,671
Bowering Design Inc.	24,693
Brennan Supply	37,435
Brian E. Eldred - Architect	43,898
Bridge City Mechanical Ltd.	143,488
Broadcast Place Properties Inc.	197,764
Brownlee Beaton Kreke Consulting Engineers	590,025
Buhler Electric Inc.	74,218
Bunzl Distribution Inc.	65,747
Business Stationers	231,963
C & E Mechanical Inc.	55,054
Calco Equipment Sask Inc.	40,078
Canada Post Corporation	5,767,694
Canadian Aero Accessories Ltd.	30,445
Canadian Broadcasting Corporation	77,303
Canadian Corps of Commissionaires	1,314,765
Canadian Imperial Bank of Commerce	3,683,121
Canadian Tire Associate Store	52,809
Canadian Upholstery	25,973
Canadian Waste Services Inc.	69,842
Canadian Western Bank	26,305
Cardinal Automotive (1992) Div of 600373 Saskatchewan Ltd.	38,428
Cardinal Construction Co. Ltd.	704,189
Carlyle Investment Incorporated	58,303
Carmont Construction Ltd.	391,983
Carnduff, Town of	43,174
CCD Western Limited	37,800
Century Glass Ltd.	30,000
Century Roofing & Sheet Metal Ltd.	39,844
Cheyne's Plumbing and Heating Ltd.	22,746
Christie Mechanical Ltd.	39,454
Chrysler Canada Ltd.	3,363,823
Circa Office Interiors Ltd.	353,141
CJV Carpet One	23,810
Clark Roofing (1964) Ltd.	116,614
Clearwater Ventures	57,962
Coast Paper	53,396
Cochrane Engineering Ltd.	72,221
Colloyd Inc.	354,402
Compaq Canada Inc.	26,051
Con-Tech General Contractors	68,222
Condon Survey Group Inc.	60,321
Conex Business Systems Inc.	20,590
Conley Holdings Ltd.	406,375
Conley Management Ltd.	164,430
Controlled Environments Limited	194,452
Corporate Express Canada, Inc.	149,157
Court of Queen's Bench for Saskatchewan	42,528
CP Affiliated Security Systems Div. of CP Distributors Ltd.	69,350
Craftex Builders Inc.	62,539
Crane Supply Div. of Crane Canada Inc.	112,567
Crestview Roofing Ltd.	210,266
Crown Investments Corporation	481,589
Crown Life Insurance	26,638
Crystal Glass Canada Ltd.	34,866
CTI Limited Inc.	38,820
Cummins Mid-Canada Ltd.	38,930
Cutler-Hammer Division of Eaton Yale Ltd.	37,199
Daimler Chrysler Canada Inc.	105,220
Datacore Systems Inc.	73,054
Delco Automation Canada	258,843
Delint & Taylor Architects Inc.	83,950
Dell Computer Corporation	22,749
Deloitte & Touche Management Consultants	26,247
Design Flooring (1981) Ltd.	45,987
Digidyne Inc.	30,136
Digital Mapping Systems (Saskatoon Land Surveyors)	33,502
Diners Club enRoute	58,475
Domco Construction Inc.	295,638
Dominion Construction Company Inc.	747,931
Don's Photo Shop Ltd.	33,208
Dover Elevators	39,656
Du Toit, Allsopp, Hillier	21,098
Duncan Roofing Ltd.	22,317
Dura Structures Ltd.	160,165
D2 Construction Ltd.	29,939
Eagle Creek Motor Products Ltd.	23,310
Eagle Holdings Inc.	134,401
Eckl Developments Ltd. & Morgan Developments Ltd.	249,871
Edco Plumbing & Heating Ltd.	39,730
Edwards & Edwards Architects Limited	32,443

Eecol Electric (Sask.) Ltd. 84,237
Eldred-Architect 20,578
Entrust Technologies 20,154
Erman, Karen 36,218
Ernst & Young LLP Chartered Accountants 80,018
Erwin's Moving & Delivery Ltd. 240,478
ESRI Canada Limited 243,799
European Hardware Distributors 69,645
F.A. Millar Investments Ltd. 28,002
Fas Gas Oil Ltd. 300,551
Fasttrack Management Group Ltd. and Arcon Services Ltd. 623,619
FB Properties Ltd. 1,184,845
Federated Co-operatives Limited 1,001,163
FGI Supply Ltd. Farm-Garden-Industrial 36,559
Fisher, Marlene 38,552
FlightSafety International 60,424
FLIR Systems - Boston 80,273
Flynn Canada Ltd. 156,812
Focus Surveys (Sask) Ltd. 42,152
Ford Motor Company of Canada Limited 277,179
Friesens Wholesale Division 630,806
Gabriel Construction 477,258
GDS & Associates Systems Ltd. 118,897
GE Capital Information Technology Solutions Inc. 29,734
Gene's Ltd. 68,100
General Equipment Limited 32,329
General Motors of Canada Ltd. 1,716,575
Genesis 24,230
Geodesy Remote Sensing Inc. 45,970
George, Nicholson, Franko, & Associates Ltd. 100,244
Gerry's Automatic Transmission Ltd. 27,601
Ghajar, Manoucher 158,847
Glenmor Grain Systems Ltd. 26,323
Global Remote Sensing Inc. 30,901
Gold Leaf Imprinters Ltd. 20,983
Goodyear Canada Inc. 136,410
Graffico Residential Designs Ltd. 98,502
Graham Construction and Engineering Ltd. 700,095
Grand & Toy 36,025
Gravelbourg, Rural Municipality No. 104 27,754
Great West Life Assurance Company 59,762
Grinnell Fire Protection 94,257
Gus's Automotive Service & Car Wash 29,337
H & H Holdings 66,722
Harding, Boss & McLeod Surveys Ltd. 41,607
Hargill Management Ltd. 128,968
Harry J. Jedlic Architect Ltd. 55,998
Harts Upholstered Products Co. Ltd. 81,193
Harvard Developments Inc. 1,470,087
HDL Investments Inc. 109,562
Heney Klypak Architect Ltd. 51,382
Hewlett Packard (Canada) Ltd. 23,425
Hipperson Construction Company (1996) Limited 671,280
Hirsch Holdings Inc. 58,917
Home Hardware 34,512
Honeywell Limited 90,166
Hooker Dawson and Associates 124,917
Human Resource Systems Group Ltd. 108,019
Humboldt Electric Ltd. 86,524
Hundseth Line Construction Corp. 177,948
Husky Oil Marketing Company 462,871
IBM Canada Ltd. 320,994
ICI Mortgage Managers Inc. 549,502
ICM Services Ltd. 20,302
Ideal Electric Ltd. 25,775
IIS Security Systems 55,559
Impact Autobody Ltd. 35,752
Imperial Oil 1,490,146
Imperial Parking Limited 29,218
Indian Head, Rural Municipality No. 156 41,584
Innova Envelope Division of Supremex Inc. 83,214
Inter-City Mechanical (1985) Ltd. 224,056
ISS Integrated Security Solutions Inc. 151,395
Jay's Moving and Storage Ltd. 73,414
J.C. Kenyon Engineering Inc. 57,611
J.M.G. Holdings Ltd. 57,161
Johnson Controls Ltd. 105,238
Johnston Equipment 46,527
JR's Pine Auto Care & Septic Service 21,520
J.S. Developers Ltd. 152,367
Kal Tire 202,641
Kamsack, Town of 30,259
KD Mechanical Ltd. 43,313
Keewatin Yathe Health District 30,596
Kemsol Products Ltd. 49,116
Ken Klein's Electric Ltd. 24,332
Ken Wilson Architect Ltd. 39,235
KGP Construction & Management Ltd. 454,318
Kim Constructors Ltd. 805,818
Kim Management Services 26,600
Kincaid Interiors Ltd. 56,056
Kindersley Plaza Ltd. 30,978
Kitchener Aero Avionics Ltd. 87,942
KONE Inc. 223,324
KPMG 77,278
Kramer Ltd. 43,623
Kyoto Investments Ltd. 239,353
L & C Management Ltd. 1,763,611
L.A. Mint Inc. 36,445
Lakeland Ford Sales Ltd. 22,912
Lakeside Auto 23,940
Lakeside Properties Corporation 1,258,579
Lega Holdings Inc. 21,551
Lenale Developments Ltd. 124,554
Lenrick Construction Ltd. 42,782
Lesmeister Holdings Inc. 125,007
Letkeman, Jerry G. 39,370
Linke, Hubert & Marion 22,079
Litemor Distributors 39,997
Lloyd Property Investment Ltd. 185,792
Lloydminster Credit Union 216,743
Logan Stevens Construction (1981) Ltd. 233,499
Logan Stevens Equipment Rentals 26,315
London Life Insurance Co 27,922
Loraas Disposal Services 43,874
Mackenzie Plumbing & Heating (1989) Ltd. 20,897
Macro Properties 71,826
Majestic Air Inc. 43,409
Maple Creek News Ltd. 32,362
Marathon Holdings Ltd. 455,604
Marathon Investments Limited 462,567
Marathon Investments Ltd. Managing Agent for Harvard Developments Ltd. 2,489,879
Marquardt Mechanical Ltd. 242,047
Marsh Canada Limited 1,105,495
MATCO Transportation Systems 70,309

Maurice Soulodre Architect Ltd.	42,742
Maxim Chemical International Ltd.	45,113
McCartan Gaudet & Associates Partnership	35,409
McClocklin Real Estate Corp.	338,920
McKinnon's Plumbing & Heating (1990) Ltd.	31,022
McNevin Management Ltd.	117,114
Mercury Graphics	39,885
Methy Construction & Maintenance Corporation	44,821
Metro Electrical Contractors Ltd.	35,662
Mid West Combustion	55,397
Midwest Surveys Inc.	37,571
M.M. Construction (1975) Ltd.	81,497
Modern Janitorial Sales & Services North Battleford	30,409
Montreal Floor Covering	23,252
Moose Jaw Heating & Plumbing Inc.	88,467
Moose Jaw, City of	165,521
MP Interactive Corporation	20,094
Mr. Lube	23,543
Nagy Holdings Ltd.	217,430
Nalco Canada Inc. C3029	46,309
National Refrigeration Heating Ltd.	45,754
NAV CANADA	23,646
Nexus Holdings Inc.	85,819
Nichols Interiors Ltd.	41,316
Nightingale Inc.	169,412
Nor-Mall Developments Inc.	276,541
Norsask Farm Equip Ltd.	26,169
North Battleford, City of	64,816
Northern Development Fund	67,200
Northern Petroleum Service 1999 Ltd.	24,366
Northland Plymouth Chrysler Ltd.	24,758
Northway Janitorial Services Ltd.	96,587
Number TEN Architectural Group	38,407
O & Y Properties Inc.	2,852,221
Olive Waller Zinkhan & Waller	135,189
Oliver Geomatics	73,127
Omni Logic	34,497
Oracle Corporation Canada Inc.	126,081
Osprey Wings	26,700
Otis Canada, Inc.	54,123
Outlook, Town of	57,956
P. Machibroda Engineering Ltd.	23,707
P.A. Janitorial Supplies Ltd.	20,710
PAC Personal and Commercial Storage Inc.	171,214
Pacific & Western Leasing Inc.	2,767,202
Paley White & Associates Ltd.	30,303
Park Town Service Ltd.	110,082
Parkland Data Services Ltd.	73,039
Parkway Office Holding Corp	108,975
Partners in Motion Inc.	30,208
Pattison MGM Architectural Services Ltd.	1,308,026
Pauls Stevens Wells	43,669
PCL Maxam A Joint Venture	19,372,216
Peak Mechanical Ltd.	185,216
Peerless Property Management	131,179
Percival Ford Lincoln Ltd.	52,164
Perfect Choice Auto Inc.	26,233
Petro-Canada	564,815
Pettick Phillips Partners Architects Ltd.	73,377
PineRidge Ford Sales Ltd.	23,925
Pitney Bowes Leasing	39,380
Plainsmen Automotive Ltd.	40,087
Planned Commercial Interiors Ltd.	41,953
PLS Sign & Graphic	28,349
Polar Oils Ltd.	30,302
Polaris Properties Ltd.	396,919
Prairie Controls Services Ltd.	37,675
Prairie Fire Protection Ltd.	30,560
Prakash Engineering Ltd.	32,358
Pratt & Whitney Canada Inc.	432,496
Premium Moving Services Ltd.	25,362
Prestige Commercial Interiors (1992) Ltd.	43,423
PricewaterhouseCoopers	81,209
Prince Albert, City of	848,261
Pro-Flight Ltd.	55,317
Professional Communication Systems Ltd.	31,144
Professional Home Rentals	46,969
Property Developments Ltd. & A.K. Holdings Ltd.	134,436
Public Employees Benefits Agency	109,202
Public Employees Dental Plan	344,491
Public Employees Disability Income Plan	132,707
Public Employees Group Life Plan	266,758
Public Employees Pension Plan	2,892,079
Public Service Superannuation Plan	306,297
Pure Technologies Ltd.	168,317
Q.C. Maintenance Ltd.	21,266
Quality Plumbing & Heating Ltd.	22,492
Quest Communications Group Inc.	183,613
R & D Hill Construction Ltd.	370,645
Racco Industrial Roofing Limited	157,100
Ratner Realty Properties Inc.	1,213,849
Ray's Moving & Storage Co Ltd.	34,066
Receiver General	15,148,839
Red Star Petroleum Ltd.	20,350
Redco Holdings Ltd.	191,236
Redenbach, Dorothy S.	87,894
Regal Flooring Ltd.	40,576
Regina General Hospital	56,287
Regina Health District	31,904
Regina, City of	472,208
Reisinger Development Ltd.	119,685
Remai Holdings III Ltd.	151,201
Remai Investment Corporation	2,576,743
Riverview Savings & Credit Union Ltd.	21,880
R.L. Cushing Millwork Co Ltd.	582,102
Robb Kullman Engineering Ltd.	28,614
Roberts Properties Inc.	1,238,847
Rocklin Investments Ltd.	26,000
Roland Mohl Properties Ltd.	24,262
Royal Canadian Legion	32,291
Ruchti, Herman	129,089
Sask. Centre of the Arts	84,642
Sask. Environment and Resource Management	54,322
SaskEnergy	3,638,781
Sask. Finance	175,536,669
Sask. Food Industry Development Center Inc.	35,210
Sask. Government Employees Union	543,706
Sask. Government Insurance	5,473,700
Sask. Highways and Transportation	442,155
Sask. Institute of Applied Science and Technology	92,826
Sask. Land Information Services Corporation	384,703
Sask. Liquor and Gaming Authority	322,664
Sask. Municipal Affairs, Culture and Housing	23,858
Sask. Opportunities Corporation	655,397
Sask. Pension Annuity Fund	25,900
SaskPower	5,268,498

Sask. Public Service Commission	129,102
Sask. Research Council	162,823
Sask. Water Corporation	86,545
Sask. Workers' Comp Board	337,644
Saskatchewan Salt Service	29,705
Saskatchewan School Trustees Association	24,939
SaskTel CMR	2,165,410
Saskatoon Land Surveyors	31,590
Saskatoon, City of	1,368,703
Saunders Evans Architects Inc.	114,853
Sawchuk Mechanical Services	31,770
Scorpio Masonry (Northern) Ltd.	114,632
Semhar Cleaning	41,765
Serca Foodservice Inc. Western Division	222,814
SESL Geomatics (Sask.) Ltd.	46,840
Shell Canada Products Limited	757,389
Sherwood, Rural Municipality No. 159	54,391
Shippers Supply Inc.	21,715
SHL Computer Innovations	499,657
Skelton, J. T.	20,640
Smithcore Development Ltd.	1,127,582
Software Spectrum Canada, Ltd.	24,127
Sommerfeld Electric (Saskatoon) Ltd.	22,523
Souris Valley Extended Care Centre	143,153
Southern Aviation Limited	50,548
Southland Canada Inc.	75,324
Speedy Auto & Window Glass	138,806
SREIT (NCO Bldg) Ltd.	348,741
SREIT (South Broad Plaza) Ltd.	847,430
Standard Aero Limited	78,336
Stantec Architecture Ltd.	72,275
Steinhubl's Masonry Ltd.	77,079
Stone Hutchinson Architects Ltd.	54,139
S.T.S. Credit Union	35,756
Success Office Systems	45,119
Sun Electric (1975) Ltd.	31,412
Sun Life Assurance Company of Canada	102,184
Super Poly Bag	68,103
Supreme Office Products Limited	31,383
Sweetgrass Reserve 113	33,649
Swift Current, City of	214,083
T & T Realty Ltd.	376,643
Tamarack Ventures Inc.	24,212
Tash's Carpet Bargains	24,941
Taylor Gaudet Partnership	48,810
T.G.S. Land Development	934,153
TGS Properties Ltd.	188,831
The Architects Collaborative	85,196
The Bank of Nova Scotia	29,332
The Banner Connection Inc.	24,705
The Board of Education Regina School Division No. 4	90,754
The Cadillac Fairview Corporation	751,615
The Dominion Company	4,093,417
the ellard croft design group	46,834
The Floor Store of Prince Albert Ltd.	21,496
The Standard Life Assurance Company	127,143
Thorpe Brothers Ltd.	284,961
Thyssen Dover Elevator Limited	293,748
Tim Burton's Moving	45,005
Tison Construction Corporation	35,292
TMC Technology Management Corporation	341,181
Toshiba of Canada Limited	81,898
Trane Saskatchewan	46,029
Tranluu's Upholstery	43,521
Tri-City Surveys Ltd.	66,326
Trident Holdings	38,520
Triple Seven Chrysler	39,165
UMA Engineering Ltd.	35,629
Unisource Canada, Inc.	1,062,224
United Paving (1983) Ltd.	48,329
University of Regina	53,058
Uranium City Bulk Fuel Ltd.	31,496
Van Alstine Project Management Ltd.	48,580
Vaughan's/Queen City Moving & Storage	44,925
VIBA Properties	129,701
Victory Construction Ltd.	125,069
VICWEST	62,949
Vipond Fire Protection Inc.	22,476
Walter's Industrial Mechanical Ltd.	31,406
Warneke-Theobald, Erwin	181,655
Wascana Centre Authority	152,268
Wascana Energy Inc.	70,870
WBM Office Systems (Regina) Ltd.	27,085
Webb's Office Equipment Inc.	39,063
Webster Surveys Ltd.	58,942
West Central Developments Ltd.	339,939
West Wind Aviation	96,890
Western Limited Circle 1 Properties Ltd.	53,070
Westridge Construction Ltd.	2,277,552
Westside Service Centre Ltd.	37,284
Wheatland Tire & Auto Inc.	20,394
Winroc Corporation	27,834
Wolfe Group Investments Ltd.	2,941,665
Wolfe Management Ltd.	298,777
Women Entrepreneurs of Saskatchewan Inc.	29,388
Wood Cogger Ltd.	105,024
Xerox Canada Ltd.	103,231
Zep Manufacturing Company	21,201
2-M Developments Inc.	20,110
586990 Saskatchewan Ltd.	199,436
590577 Saskatchewan Ltd.	228,113
592791 Saskatchewan Ltd.	65,249
611357 Saskatchewan Ltd.	30,819
617275 Saskatchewan Ltd.	1,454,314
Payees under $20,000	7,965,926
Total	**$346,018,642**

Grants in Lieu of Taxes

Unaudited listing of grants paid in lieu of property taxes and local improvement charges of $5,000 or more for 1999-2000.

Payee	Amount
Estevan, City of	$43,009
Melfort, City of	10,536
Moose Jaw, City of	8,361
Regina, City of	63,707
Saskatoon, City of	140,176
Payees under $5,000	12,379
Total	**$278,168**

Personal Services

Unaudited listing of individuals who received payments for salaries, wages, etc. that total $2,500 or more for 1999-2000.

Payee	Amount
Aamundsen, Carsten	31,899
Adams, Thelma	32,001
Adams, Wayne J.	65,988
Adelman, David L.	54,387
Albert, Wayne Edward	39,367
Alberts, Vicki Lou	27,132
Alexander, Rita	6,829
Ali, Maria	12,677
Allen, George	56,316
Allen, Michael M.	4,378
Ambridge, Roger	61,116
Amyotte, Deborah L.	10,428
Amyotte, Mannie H.	40,726
Anderson, Clara	32,451
Anderson, Harvey	53,388
Anderson, Kim	24,659
Anderson, Nancy	27,269
Anderson, Robert W.	22,768
Anderson, Wayne M.	29,894
Andres Jr., Roque	26,642
Ansell, Andree' E. S.	7,621
Ansell, Francois	29,920
Antill, Richard	23,411
Anton, Jennifer	6,207
Apperley, Ty	30,298
April, Kerry G.	29,866
April, Lawrence	40,662
Armstrong, Allan	31,610
Arndt, Howard	63,275
Arsenault, Carol Deneise	6,575
Arsenault, Doug	26,914
Arsenault, Maurice W.	80,832
Arseneau, Susan L.	24,957
Arthur, David Sloan	52,368
Ashton, Adam	3,431
Ashton, Kenneth W.	67,068
Auchstaetter, Bradley G.	35,711
Ayotte, Roland V.	44,916
Babcock, Trisha	8,995
Bachinski, Terry John	53,340
Badham, Iris E.	19,773
Baillargeon, Robert	7,808
Bairu, Yehdego	27,172
Baker, Kristin L.	46,854
Balkwill, Edward G.	56,861
Ball, Shannon Frederick	6,074
Balon, Brad A.	3,249
Balzer, Lowell	20,542
Baragar, Robert	28,398
Barber, Colin R.	61,116
Barber, Michael	9,182
Barnes, Sherri D.	29,851
Barrows, Jack	7,042
Barsi, Cliff	12,799
Barsi, Gerry C.	38,111
Barton, Elvira	13,017
Bata, Steve	46,657
Bateman, Allen D.	7,496
Bateman, Allen W.	54,936
Bater, David Ryan	5,548
Bates, Barry	26,223
Bates, Rodney	27,759
Bates, Sandra	39,042
Bates, Spencer	7,311
Baumgartner, Heather Rae	24,755
Bayer, Paula R.	27,275
Bear, Daniel M.	26,405
Beaurivage, Ronald A.	36,071
Becker, Martin F.	31,899
Belanger, Louis	4,185
Bell, Richard	27,064
Bella, Wilhelmina Lee	26,175
Bellamy, Raymond G.	41,309
Belliveau, W. Howard	4,557
Ben, Dean	6,932
Bender, Gerald	62,244
Bender, Shelly	42,082
Benecick, Al	61,116
Bens, Calvin	29,067
Benson, Byron	26,554
Berg, Ellyn	48,660
Bernstein, Alfred G.	70,572
Bertram, Misty	3,318
Betson, Mike	23,335
Bigalky, Troy	3,065
Billingsley, Glenn W.	25,052
Birns-Hahn, Michele M.	31,395
Bishop, Bruce	83,214
Bjelland, Raye	51,993
Blashill, Paul F.	27,295
Blenkin, Laverna June	45,879
Blondeau, Gordon B.	31,568
Blondeau, John C.	31,094
Blonke, Calvin	50,620
Blue, Malcolm	73,696
Blythe, Donna E.	33,237
Boechler, Corwin	3,334
Boettcher, Darlene	14,546
Bogard, Brent W.	70,524
Bohn, Raymond	11,152
Bokamyer, Daniel	26,918
Bokamyer, Sandra	25,346
Bolianatz, Trevor W.	47,272
Bomberak, Jerome	13,067
Booth, Debbie	6,794
Borowski, Adrienne	23,487
Botkin, June H.	2,662
Bourgeault, Lionel J.	28,147
Bourgeois, Daniel J.	75,437
Bourque, Bruno E.	3,758
Bourque, Monty P.	25,668
Boyd, James Arthur	70,572
Boyer, Ronald	32,830
Boyko, Melba	30,689
Boyko, Perry	2,969
Bradley, Tyler	6,618
Brandolino, Arthur	31,864
Braniff, Mervin D.	28,938
Brass, Jeff.	33,521
Brice, Karen L.	12,917
Brierley, Lloyd E.	43,340
Briggs, Dennis M.	28,605

Brisbois, Caroline C. 27,844
Brisbois, Lawrence G. 36,695
Brochu, Elaine K. 33,592
Brock, Cyril D. 50,459
Brooks, Rose 7,669
Brown, Gordon H. 31,376
Brown, Herb T. 44,663
Brown, Marianna 40,460
Brown, Michael 25,660
Brown, Reginald 35,639
Brown, Verna A. 4,309
Browne, Gerald 32,859
Bruce, Shelley 51,969
Bruvold, Mervyn 38,013
Bryanton, Dave S. 70,536
Buckoski, Martha E. 28,043
Bucsis, Barry 34,372
Bucsis, Wayne 42,393
Bueckert, Sarah 2,879
Buehler, Bradley 27,962
Buell, Darin 20,536
Bumphrey, R. Brian 31,274
Bumphrey, William 58,920
Burdeniuk, Dave K. 68,976
Bush, Donald R. 44,777
Busse, Steve 29,250
Buzash, Darlene 13,870
Buzash, Glenn E. 38,846
Buzash, Joyce 27,052
Buzash, Randy A. 25,690
Byczynski, Michael 3,046
Bye, S. Doreen 26,800
Cachene, Christa 2,868
Cachene, Tammy A. 8,533
Caleval, Perry 27,346
Campbell, Allan 29,078
Cardinal, Dianne 35,170
Carlson, Sharon M. 16,991
Carmichael, Catherine M. 29,139
Carr, Jeff 48,819
Carriere, Dean 24,664
Carriere, Shirley 13,387
Carson, Thomas Wayne 37,736
Casper, Wilson 21,719
Cattell, Lyle 46,413
Caulfield, Marie E. 16,744
Cavers, Sheldon 39,652
Chamberlain, Dennis G. 42,084
Charette, Joseph Tom 43,298
Chartrand, Luc 20,487
Cherneski, Donald N. 40,392
Chitolie, Bryan P. 44,685
Chittenden, Neysa 33,909
Christensen, Brent 12,295
Christie, Deborah L. 70,524
Christoffel, Douglas W. 29,005
Clarke, Donald B. 28,052
Clarke, Robert G. 37,678
Clarke, Virginia 28,807
Claypool, Shylo 17,864
Clements, R. Kenneth 2,574
Closs, Nolan B. 6,696
Coakwell, Richard 40,463
Colbow, Jill 3,249
Coleman, Jeffrey Robert 34,577
Conway, Charlene 27,018
Cook, Lawrence Burt 52,077
Cooke, Garth G. 3,774
Coomber, Roy R. 63,912
Coombs, Keith D. 53,388
Cooper, Judy A. 22,455
Coppin, Harold Wayne 64,740
Coult, Eunice A. 51,012
Courchene, Michael 37,395
Crain, Herman 12,238
Cramatte, Rene H. 14,740
Cranfield, Helene 21,936
Crofts, Marlene 26,345
Cromartie, Jennifer 5,479
Cross, Shannon Jane 45,879
Cullen, Cindy 44,883
Cullen, James Ed 26,237
Curtis, Allan R. 13,375
Dalrymple, Walter E. 80,963
Darnell, Lenora M. 35,925
Dash, Dale 33,595
Davalos, Humberto A. 29,869
Davis, James R. 30,425
Day, Barry A. 38,777
Dean, Brent 7,808
Dean, Wilfred 29,394
Debruyne, Sandra M. 4,775
Deck, Glenn 63,504
Demassi, Corey M. 29,422
Demassi, Michael J. 44,958
Demoskoff, Daryl S. 11,891
Deptuch, Brian 26,456
Desjarlais, Bernice M. 24,621
Desjarlais, George Willard 7,374
Desmarais, Gwenyth E. 17,665
Desnoyers, Edward Joseph 75,540
Despins, Glen 47,568
Despins, Wendy P. 45,550
Deutsch, Nelda 29,121
Dielschnieder, Barry R. 57,605
Dishko, David Simon 40,019
Dixon, Doug J. 30,038
Doege, Kenneth 18,502
Doka, Chris 14,059
Dolter, Brett 10,202
Dolter, Ryley A. 24,089
Donovel, Ivan N. 38,455
Dorval, Brent C. 40,713
Drader, Cathy E. 62,370
Draper, Robert D. 51,993
Dreger, Marina 9,103
Drummond, Norman 80,832
Dubois, Summer 7,143
Dubray, Bradley H. 32,864
Dubray, Lester 61,183
Duhaime, Victor 27,641
Dumalski, John 67,380
Dumontier, Dennis 37,395
Dunbar, Terry P. 38,624
Duncan, Richard W. 8,871
Dunlop, Brenda J. 9,070

Dunn, Norma 17,929
Dupuis, Robert 28,977
Dureau, Darwin Scott 26,524
Durey, Ian 6,617
Durling, Harry 65,988
Dusyk, Charlotte G. 60,468
Duthie, Christine S. 22,446
Duval, Colleen M. 40,130
Dvernichuk, Joel M. 53,317
Dyer, Marnie 35,057
Dziak, Lilia 31,440
Eason, Sid A. 41,019
Eastwood, Darla 7,660
Eastwood, Marlene A. 13,658
Eaton, Stuart 48,689
Ecklund, Leanne M. 35,623
Eisenkirch, Robert 27,081
Elder, Douglas 58,271
Elder, Robert D. 42,067
Elford, Randy 40,961
Elke, Dianne 48,876
Ell, Larry 44,777
Elliott, Eric 40,661
Ens, Kenneth 28,376
Eplen, Leanne 26,105
Erickson, Robert A. G. 57,752
Erickson, Wendy S. 7,640
Ermel, Ron 32,016
Estate of Guthrie, Hugh T. 41,546
Estate of Uleryk, Kathleen 23,186
Estate of Wisemiller, Carl 4,469
Evans, Marilyn G. 17,538
Ewanchyna, Jerry 28,713
Ewen, Laurie J. 7,621
Ewert, Thelma Anne 30,027
Fahselt, Brent 28,441
Faller, Ryan G. 7,798
Fayant, Cecelia Marie 27,811
Fayant, Ruth A. 19,454
Fayant, Shannon 3,440
Fayant, Sharon 5,093
Fedorchuk, Joseph Peter 68,577
Feeley, James Myron 48,530
Fehr, Garrison 3,589
Fehr, Guy 51,351
Fenrich, Mark 51,779
Ferguson, Patricia 26,321
Ferguson, Shelly 52,356
Ferrara, Allan E. 61,092
Fiddler, Cary A. 27,167
Fiddler, Ken 28,032
Fiddler, Timothy 26,009
Fidler, Ramona B. 26,235
Fiessel, Brenda 29,865
Fisher, Linda 37,455
Fisher, Robert R. 30,627
Fiske, Gerald R. 45,810
Fitzpatrick, Kelvin 10,996
Fitzpatrick, William 40,137
Fletcher, Leona 27,281
Follick, Lisa 4,886
Forbes, Nicky-Jo A. 8,406
Forsyth, David 32,393
Forsythe, Beverly E. 26,026
Fossum, David 36,783
Fossum, Robert 35,387
Fouillard, Jane A. M. 128,724
Fox, Jennifer 3,943
Fox, Marilyn 20,773
Francis, Ivan 14,967
Frandsen, Walter 27,116
Fraser, Paul M. 29,806
Fraser, Scott 15,194
Frederick, Jan 37,636
Frederick, Ken 63,201
Frei, Brian M. 28,735
Friesen, John A. 26,088
Friesen, Terrance 7,660
Frischholz, Perry A. 46,353
Frohlick, Sheri L. 25,824
Fuentes, Juan L. 39,279
Fuhr, Marva A. 27,352
Fulton, Scott D. 3,411
Fung, Addy 19,631
Gackle, Donald 40,463
Gall, Mark W. 37,395
Gallagher, Thomas 53,366
Gambler, Cynthia 14,970
Gardner, Fred R. 43,288
Garlock, Janet M. 15,806
Gartner, Anita D. 27,311
Gartner, Doreen 28,826
Gartner, Sharon L. 27,314
Gauthier, Lars 5,208
Gebhardt, Darren 29,865
Gee, Hartland J. 40,463
Gehring, Betty Lou 29,139
Geis, Anne M. 3,351
Gelowicz, Ernie D. 38,671
Gelowicz, Rhonda 32,654
Gelsinger, Dennis M. 47,935
Gendall, Leonard 66,012
Gennutt, Wolfgang 41,955
Gergely, Darlene 26,175
Gettle, Gary P. 28,441
Ghebremedhin, Hana 4,903
Gieni, Mark 27,657
Gilchrist, Ian G. 61,839
Gilmore, Carey 6,142
Glaser, David 8,884
Goertz, Dale M. 25,897
Goota, Suzanne 26,876
Gordon, Gary 27,423
Gottselig, Donn 21,996
Gottselig, Karla Lee 32,461
Goulet, Donna 12,536
Grado, Dale N. 2,780
Graham, Arnold R. 14,582
Graham, Lisa 12,113
Graves, Gisa V. 32,543
Gray, Darl 25,884
Green, Connie Ann 34,701
Green, Warren 5,258
Greer, Daryl R. 28,425
Gregoire, Garry 27,101
Greier, Faye 14,683

Greier, Sheldon W. 27,657
Grover, Diane 26,130
Gurski, Diane 35,091
Gustafson, Carol 7,593
Gustafson, Ernie M. 33,893
Haberstock, Kristian 5,589
Hadland, Myron 30,146
Hagel, Thomas 44,959
Hagen, Elsie 30,092
Halbgewachs, Donald 16,607
Halbgewachs, Elizabeth 27,238
Halbgewachs, Louis 8,615
Hale, Nancy J. 66,834
Hall, Jacqueline D. 29,839
Hall, Jayme L. 5,366
Hall, Matthew 3,507
Hall, Rita 27,059
Halpape, Janet 27,432
Halvorson, Carol 43,620
Halvorson, Kristi L. 11,609
Hamilton, Dale L. 54,492
Hamilton, Roberta D. 20,232
Hammond, Glen 38,865
Hamre, Barry 66,402
Hamre, Betty M. 16,772
Handford, Leslie A. 67,284
Hanley, Jody W. 25,932
Hanofski, Rudy 24,805
Hansen, Alan 59,772
Hansen, Cecile 29,188
Harding, Trevor W. 3,527
Hare, Albert 19,979
Harold, Tom J. 27,567
Harrison, Justin 2,604
Harrison, Kathleen M. 37,221
Hart, John 23,735
Hassard, Dustin F. 11,137
Haugen, Brett 33,052
Hazelaar, Ron 33,468
Heck, Brent 42,276
Hegel, Kenneth E. 70,572
Hehn, Michael 27,905
Heintz, Janel T. 7,793
Heisler, Mary 26,329
Heisler, Steven T. 15,240
Hendrickson, Penny-Sue 33,667
Hendrickson, Roy 21,140
Hepting, Heather 41,176
Herbert, David G. 32,308
Herndier, Lori D. 35,409
Herperger, Jeanette 12,266
Hetherington, Glen 27,815
Hetherington, Noreen A. 72,474
Hettema, Christina 6,124
Hicks, Debbie L. 34,037
Highet, Neil 39,877
Hill, Daniel 40,330
Hill, Mervin 45,196
Hilliar, James 18,237
Hillstead, Ryan 4,498
Hilsen, Barrie M. 87,396
Hipfner, Ronald 52,783
Hislop, Darcy J. 69,564

Ho, Maria 6,895
Hoenmans, Gregory 29,581
Hoffart, Kim 5,302
Hoffman, Kenneth J. 25,836
Hoffus, Amanda 6,750
Hogan, Gabriel Andrew 21,597
Hogan, J. Daryl 26,105
Hogan, Nathanael P. 23,882
Hogemann, Dana 12,443
Holtom, David L. 45,353
Hooper, Scott 3,180
Hopkin, Stuart 28,115
Horsefall, Rosanne 31,498
Horsman, Debbie L. 35,891
Horvath, Garry L. 44,454
Horvath, Trenna L. 27,766
Houk, Shannon L. 14,365
Houle, Cora L. 13,368
Houseman, Keith 41,019
Howe, Avis 4,440
Howie, David 2,874
Hrenyk, Perry 25,672
Hryhor, Lois 35,925
Huber, Glen Erven 47,940
Huber, Helen 69,912
Huber, Laurie 4,550
Huber, Sandi G. 26,755
Huchcroft, Susan 8,040
Hugel, Brian 35,331
Hugo, Victor 29,226
Hui, Jason 10,411
Hunt, Jason 6,416
Husak, Wayne N. 36,481
Hustej, Audie 26,558
Huyghebaert, John M. 38,308
Idema, Chad 10,160
Indzeoski, Greg 52,263
Ionescu, Joan 45,580
Ireland, Michael 8,048
Irvine, William 5,624
Isbister, Robert A. 76,584
Ivan, Allan L. 24,419
Ivey, Gerald N. 47,133
Jackson, Bruce 42,209
Jackson, Cory 7,942
Jackson, Garry 30,769
Jacobs, Larry D. 42,930
Jacobson, Sharon 33,495
Jahnke, Aaron A. M. 47,178
Jaman, Erin 3,435
Janzen, Kenneth D. 39,700
Janzen, Mary 19,680
Jarvin, Miles 38,794
Jattansingh, Darla D. 7,616
Jenkins, Donald Kevin 33,476
Jensen, Alan Ivar 64,080
Jerkovits, Sandor 46,623
Jessop, Colin 68,208
Jijian, Jamie 26,252
Johnson, Beverly Diane 53,292
Johnson, Blaine J. 38,666
Johnson, Cameron 29,763
Johnson, Daniel S. 27,966

Johnson, David Monroe 23,296
Johnson, Robert J. 29,212
Johnson, William 64,406
Johnstone, Corey C. 24,823
Jones, Dale 32,028
Jones, Dennis C. 80,832
Jones, Ian 52,526
Jones, Tracey A. 27,856
Judd, Ted W. 31,037
Juliusson, Baldvin 48,265
Juneau, Bernie 34,212
Kachmarski, Donald J. 34,611
Kachur, Carey-Shayne 27,206
Kachur, Christopher 2,937
Kachur, Dana 36,157
Kaczmer, Reg 44,923
Kaczmer, Shirley A. 29,873
Kahsai, Eritrea 7,260
Kasper, Kenneth 27,220
Kasun, Chelise 7,622
Kauck, Meinrad 26,410
Kayseass, Albert 27,124
Keck, Douglas J. 33,334
Keene, David J. 27,499
Keller, Bernice 40,812
Keller, Roger 29,125
Kelly, Abby 26,831
Kempin, Ashley 12,291
Kennard, Peggy E. 33,168
Kennedy, Barry 32,585
Kennedy, Harlan G. 75,984
Kennedy, Marlene 12,489
Kennedy, Myrna R. 30,609
Kennedy, Rhonda N. 26,082
Kennedy, Shauna 3,218
Kent, Donalda 26,325
Kereluk, James I. 29,009
Kien, Shaunya 5,470
Kinequon, Edward 3,270
Kingston, Doug I. 44,839
Kipling, Penelope Ann 29,139
Kirichenko, Beatrice 28,252
Kirkham, Steve B. 41,309
Kist, Marvin W. 52,368
Kitsch, Darren 7,338
Klaassen, Chuck 18,077
Klamot, David 16,935
Klassen, Deborah 14,285
Kleckner, Kevin James 37,395
Klein, Bonnie 31,023
Kliewer, Robert 10,511
Klippenstein, Michael 53,483
Klughart, Wendy 16,765
Klyne, Bruce 2,886
Knisley, Daniel G. 66,657
Knorr, Richard 42,868
Knoss, Angela 11,768
Koch, Donna M. 14,621
Kocur, Ken R. 32,451
Koenders, Kathleen 11,010
Kolls, Fred J. 104,112
Kolosa, Beverly A. 31,389
Koroluk, Donald J. 119,041
Koshinsky, Dennis 31,126
Koshman, Debbie F. 101,136
Kostiuk, Karen L. 31,389
Kostiw, Edward P. 30,687
Kotyk, Barry P. 39,742
Kovacevic, Miladinka 15,889
Kowal, Jacqueline 27,827
Kowal, Marlene 12,209
Kowalski, Darlene G. 30,167
Kowalski, Darrell M. 32,341
Kowalski, Reginald J. 25,592
Koza, Daryl 49,410
Kozey, Donald B. 4,944
Koziel, Cosette 27,298
Kraft, Daryl 34,371
Krahenbil, Brent A. 47,517
Kram, Margaret E. G. 13,202
Krug, Leslie P. 14,380
Krupski, Jane M. 28,898
Kuba, John 5,200
Kullman, Beverley A. 53,712
Kulyk, Larry A. 36,516
Kunji, David J. 41,019
Kuntz, Earla M. 40,812
Laberge, Andre Michel 57,792
Laberge, Jon P. L. 25,590
Laing, Eric J. 50,205
Lam Lam, Tri 27,302
Lam, Mai 25,226
Lambert, Philip 77,045
Lamothe, Michel G. 25,324
Lang, Dale 5,083
Lang, Daniel J. 32,451
Lang, Shirley A. 32,576
Langkammer, Dianne 20,114
Larson, Judy 26,859
Larson, Pamela J. 30,386
Larson, Sandra 21,093
Lasalle, Murray J. 27,317
Lavallee, Ronald 29,629
Lavik, Teresa A. 25,986
Law, John Patrick 117,357
Lawley, Betty A. 28,231
Lawrence, Donald E. 27,368
Lawrence, Shareen 27,639
Leachman, Bill 28,389
Lee, King 53,724
Lee, Lim Y. 61,884
Lee, Wendy 3,410
Leefe, Harvey 27,287
Leitner, Gregory A. 40,425
Lenic, Todd 25,764
Leon, Luis 52,366
Leonard, John Brian 52,368
Leontowich, Kent 3,615
Leontowich, Leslie 9,194
Lerach, Arlene M. 32,682
Levesque, Paul 11,146
Lewchuk, Brian 27,731
Lewis, Ken 46,437
Lewis, Rodney W. 12,189
Liagridonis, Matina 25,493
Liberet, Randy 57,351

Linantud, Ruben 3,696
Listoe, Mark 4,819
Listwan, Joan 26,982
Littlemore, Russell 35,972
Loewen, Shelley 25,172
Long, Garry R. 62,016
Louttit, Jack 18,208
Loveday, Brian W. 28,441
Loveridge, Barbara 65,146
Low, James F. 32,431
Lowe, Geoffrey Jay 30,417
Lowe, Lindsy 4,455
Lowenberger, Herbert Ron 36,376
Lu, Jennifer 18,531
Ludwig, Mark 52,615
Lund, Kenneth 66,351
Lylyk, Sharon M. 27,567
Lynch, Katherine 7,692
Lynden, Michael 61,064
Macaulay, Gilbert Wiles 76,824
MacDonald, Rachel 7,438
MacDonald, William Bannatyne 29,447
MacKenzie, Allan 34,233
MacKenzie, Grant 40,884
MacLeod, Ronald J. 69,923
MacLeod, Ryan N. 13,759
Macmillan, Scot P. 30,221
MacMurchy, Tyler 6,442
MacPherson, Maxine 52,274
Madden, Robert N. 75,815
Madsen, Christina A. 35,132
Maier, Daniel P. 19,901
Malanowich, Eva 26,982
Maloney, Mandy 3,551
Mann, Dietrich 13,482
Mann, Val G. 8,470
Manton, Darren W. 40,137
Marbach, Art Jack 41,018
Marcotte, Sandra 24,128
Marion, Leonard 32,584
Markel, Raye A. 36,930
Marks, Jeff 19,415
Maroudis, Michael 28,179
Martin, Jane 20,743
Martin, Ron 38,306
Martin, Shelley A. 33,248
Martin, Wayne 31,724
Martynook, Jeanette Gale 30,134
Mason, Glennys 27,031
Massel, Marian R. 30,943
Massoud, Ibrahim 61,116
Matlock, Lisa A. 51,546
Matthew, William A. 62,964
Matusko, Marjorie 37,617
McAdam, Sam 40,281
McAulay, James 61,116
McBean, Leanne 7,405
McCallum, Lena 13,490
McCarthy, Kami 11,069
McCormick, Donna E. 70,598
McDermid, Lisa 4,927
McDonald, Christine 18,133
McDonald, Dawn M. 4,694
McDonald, Karen 12,969
McEwen, Elizabeth Gail 28,761
McGillis, George P. 31,805
McGillivray-Blais, Janet M. 52,176
McGonigal, Wayne 27,030
McGratten, Marilyn A. 27,693
McGregor, Blanche 3,983
McGregor, Ryan 22,733
McKeen, Jill 74,672
McKenzie-Pelletier, Debbie L. 25,950
McKinnon, Donalda B. 19,925
McLeod, James 37,507
Mead, Ken 27,340
Mead, Sheila Elizabeth 27,249
Medl, Edwin 30,482
Mepham, Michael P. 75,948
Mepham, Susan M. 57,220
Mercer, Robert 28,441
Merkowsky, Bernice 25,960
Metz, Marcel G. 39,317
Metz, Trevor 28,155
Meyer, Norman 67,322
Meyers, Lloyd 41,191
Michel, Donna 23,947
Milleker, Dwight E. J. 56,280
Miller, Chad 9,474
Miller, Erica 3,431
Miller, Vera 41,631
Milliken, Jim E. 29,404
Mills, Barbara 24,369
Minion, Dale R. 80,832
Mitchell, Christina W. 3,101
Mitchell, Glynn Patrick 53,712
Mitchell, Jim A. 52,430
Moen, Dale L. 41,700
Moerike, Paul 11,405
Moffat, Alan H. 99,888
Moffat, Darrell 40,463
Mohns, Lynn 31,743
Molano, Raphy 23,261
Monette, Scott 7,808
Montgrand, Winston M. 7,382
Mooney, Merv 33,864
Moore, Valerie D. 47,931
Moormann, Meghan R. 5,962
Moran, Ricardo A. 32,670
Morgan, Lila B. 30,503
Morgan, Marlene 26,645
Morhart, Raymond M. 41,218
Morin, Tanya 5,675
Moro, Ernesto 29,029
Morris, Krista L. 17,682
Morris, Murray C. 41,570
Morton, Tim 3,616
Mosiman, Marilyn H. 31,756
Mould, Clifford 6,948
Mulatz, Blake M. 5,441
Mullen, Allen D. 67,992
Mulligan, Patricia 5,188
Munday, William R. 65,121
Murray, Ken 40,136
Music, Heather 52,350
Musk, Darcy G. 27,463

Musqua, Tricia 4,582
Mysiorek, Barbara 16,632
Mysiorek, Miroslaw 40,529
Nadoroznick, Karen 18,236
Nagyl, Jody 4,425
Nahirney, Daniel Steven 29,900
Nahirney, Gary 6,227
Natomagan, Margaret 24,998
Neb, Eugene 31,389
Nehring, Violet S. 10,207
Nelson, Debra 25,184
Nelson, Stacey Lisa 24,901
Nelson, Wayne D. 39,829
Nepper, Paul R. 60,456
Neveu, Robert J. 23,088
Nguyen, Nathan 16,727
Nicholas, Sandy 2,854
Nicholson, Lawrence 27,838
Nicholson, Leslie 49,148
Nieviadomy, Nathan 5,253
Nikish, Allan T. 30,703
Nixon, Bonnie 3,178
Noble, Walter 18,646
Nordin, Albert 70,905
Nordyke, Marlene 20,279
O'Brien, Patrick D. 68,798
Oborowsky, Lawrence P. 42,318
Ochitwa, Paul Orest 69,612
O'Connell, Dan 44,270
Ollenberg, Dian 30,255
Ollinger, Jenna 3,650
Olson, Arnell 35,294
Olson, Stephen 32,910
Orr, Marianne C. 29,865
Osicki, Gregory H. 65,988
Otten, Brian 30,479
Otten, Jason 4,060
Ottenbreit, Robert 27,170
Owens, Sheila 27,082
Paczko, Rhonda M. 10,281
Paczkoski, Shirley 27,043
Painter, Neil Kenneth 41,019
Palma, Ana 3,338
Pandya, Reena 3,220
Pankratz, Kelly 13,378
Paquet, Ryan 3,738
Paquette, Guy 28,492
Paquin, Alvin G. 39,311
Paquin, Scott 5,898
Parker, Barrie Richard 73,518
Parker, Curtis 42,368
Pasqua, Norris 3,709
Pasqua, Patrina Y. 25,484
Pass, Jason 66,116
Patterson, Robert 33,173
Pattinson, Garry W. 9,611
Patzwald, Larry A. 25,602
Paul, George B. 32,096
Paul, Oran K. 67,105
Paul, Rick C. 26,700
Paull, Holly 13,137
Payak, Kimberly D. 5,204
Peach, Brent 52,458
Pearson, Duane 29,490
Pedersen, Valerie 17,405
Peequaquat, Johnny 3,482
Pelletier, George 40,788
Pelletier, Hollie J. 24,991
Pelletier, Shane 27,474
Penner, Erv 45,636
Penner, Vimy 14,474
Pepper, Stephen 9,228
Perrin, Dale 28,682
Perry, Lyndon 27,181
Peters, Carla M. 25,252
Peters, Robert 30,828
Peterson, Graham 15,367
Peterson, Margaret 42,026
Phillips, Michael 25,642
Phipps, Laurie 18,789
Pichula, Kenneth 27,794
Pichula, Tracy 26,825
Pidborochynski, Brent 6,673
Pidborochynski, Harry J. 26,615
Pidperyhora, Lori A. 2,888
Pidskalny, Morris 10,101
Pierce, Patrick D. 53,968
Pirot, Nicole 7,330
Pizzey, Gloria 25,847
Pocha, Don L. 24,218
Podhorodeski, Brian 31,790
Pokoyoway, Tyler M. 4,264
Pollard, Danny L. 29,726
Pompu, Morris 27,983
Porter, Derek 5,647
Porter, Hugh Douglas 75,540
Porter, Loreen 45,985
Portman, Dianne W. 12,411
Potter, John R. 76,579
Powers, Jeannette 29,865
Pregizer, Lisa 3,481
Presnell, Jacqueline E. 51,552
Preston, Sharron 31,590
Prytula, Dennis L. 43,701
Purdie, Raymond Chad 7,435
Quiring, Brett 3,148
Raaf, Erin 6,446
Racette, Grace 27,329
Radigan, Paul 75,064
Rakochy, Bob 31,120
Randall, Allen J. 26,178
Randall, Lee 31,934
Randall, Norman J. 50,219
Rankin, Linda 29,865
Rask, Tyrel 5,381
Ray, Veronique 12,279
Read, Claire 27,213
Read, Terry D. 32,325
Rebucas, Saturnino 6,853
Reddekopp, Cornie 33,089
Reddick, Caldwell C. 7,888
Redman, Geraldine T. 20,140
Reed, Craig R. 8,436
Regnier, Norma I. 35,997
Reid, Keith 18,446
Reid, Rae G. 75,540

Reigert, Albert D.	36,519
Reilly, Bev M.	26,175
Rein, Bruce H.	21,034
Reinhardt, Ken K.	26,723
Reiss, Sharon	31,301
Rempel, Lori	5,548
Renner, Gary D.	37,395
Rensby, Jeff	18,975
Renton, D. Ross	40,890
Renwick, Riley	4,147
Reynolds, Ben M.	8,291
Reynolds, Kathleen L.	17,653
Richards, Darnella	27,586
Richardson, Glenn	42,755
Rider, Terry	26,426
Riley, Kristi	32,031
Rist, Wendy Marie	26,931
Riviere, Dorothy	7,442
Robertshaw, Nicole	5,262
Robillard, Rose	7,261
Robin, Dickson J.	61,980
Rogal, Ronald	28,344
Rogers, Kent D.	6,703
Rohovich, Doyle	28,735
Roman-Morales, Iliana	5,612
Roots, Brian	27,637
Rose, Claire	26,679
Rose, Rae M.	34,611
Rosenau, Brian C.	43,927
Rosnes, R. Dale	45,695
Ross, Kathy	6,048
Rosseker, Richard	20,121
Roy, Leonard	44,777
Roy, Wynona	65,907
Rusconi, Garth	101,136
Rusconi, John	23,881
Ruskin, Christine	29,862
Ruskin, Leah M.	8,356
Ruthven, Brian	5,896
Ruud, Bradley	3,182
Ryan, Margaret R.	3,941
Sali, Raymond	28,695
Saluk, Don	24,971
Samoleski, Bill	30,538
Sankey, Danny	58,752
Sankey, Dora	10,468
Sapara, Mervin	30,541
Sass, Leonard John	46,482
Sastaunik, Kim L.	10,245
Sawatzky, Dustin	8,394
Sawatzky, Gerald G.	41,309
Schill, Rodger	3,475
Schlechter, Tyson W.	23,678
Schlitz, Lesley	6,336
Schmalenberg, Dawn M.	65,355
Schmidt, Eldor C.	77,108
Schneider, Jaynell H.	30,765
Schneider, Trent D.	39,481
Schnell, Fergus	57,810
Schoffer, Rob	11,054
Schultz, Howard C.	46,017
Schulz, Jodi L.	25,664
Schumacher, Brian R.	60,245
Schuurmans, Alison	37,254
Schuurmans, Carmen	23,967
Schuurmans, Frank	61,080
Scott, Perry	60,384
Scovoranski, Edward	34,191
Seaborg, Garry A.	40,884
Seabrook, Jered	6,946
Seabrook, Kenneth	44,340
Searson, George N.	30,952
Sebastian, Michelle	26,193
Secuur, David W.	34,371
Sedley, Raymond	28,282
Seepersaud, Joy	26,715
Seida, Deana	7,118
Selinger, Donna	28,876
Selinger, Kevin J.	48,688
Selinger, Raeanne	42,861
Semaschuk, Lawrence	27,209
Serrano, Felix	32,221
Serviss, Jason	52,238
Serwatkewich, Bonnielou	14,474
Serwatkewich, Cliff D.	20,401
Serwatkewich, Mark	3,768
Severight, Tanya	2,853
Shanner, Robert G.	86,784
Shaw, James E.	40,369
Shillington, Ivan	3,441
Shirkey, Charles	37,967
Shore, Judith	41,623
Shorter, Lenore	29,334
Shuler, Lorilee D.	5,732
Shumay, Henry	38,905
Sieben, Joseph	6,665
Silzer, Delayne A.	40,702
Sitter, Sharon	27,469
Skiftun, Sandra L.	26,161
Skrypnyk, Terry	3,355
Sloboda, Matthew R. N.	19,970
Slowenko, Gordon	18,714
Smith, Blair A.	22,681
Smith, Malcolm B.	18,737
Smith, Myrtle	27,684
Smith, Ryan E.	24,593
Smith, Shaun D.	61,968
Sobkow, Lora	37,053
Solvason, Johann	5,299
Sonnenberg, Linda	14,756
Soroka, Sandra	13,938
Sorowski, Doug	23,902
Spanier, Gilbert L.	28,096
Squirrell, Kenneth B.	27,739
St Pierre, Frank	26,290
St. Denis, Janice	24,132
Stacyszyn, Eugene	38,668
Stacyszyn, Valerie A.	44,928
Stadnyk, Perry	20,098
Staite, Tom	17,327
Stallard, Aileen	37,134
Stallmann, Tosha N.	28,778
Stankewich, Lawrence	56,103
Staruiala, Greg	28,646
Statler, Stacey	35,436
Stechyshyn, Ronald	29,352

Steciuk, Leeanne 16,651
Steeves, Douglas J. 46,504
Stepaniuk, Peter 35,925
Stevens, Catherine 6,100
Stone, Kenneth 40,269
Stordy, John F. 49,514
Strand, Kelvin William 65,988
Strand, Leslie 34,212
Striemer, Garry 50,259
Striha, Richard 26,771
Stringer, Reynald 7,174
Stroh, Helen 41,115
Studer, Dreanne M. 3,808
Studer, Peter T. 48,492
Stuehler, Loretta 7,011
Stuehler, Lorraine 21,145
Stusek, Ronald A. 61,116
Suley, Murray 29,106
Sullivan, Roger M. 39,842
Sweet, Heather 16,424
Sweet, Jeff D. 67,638
Tafelmeyer, Douglas 30,542
Talbot, Denise B. 35,855
Talbot, Tara 2,879
Tam, Minoah 72,522
Tamaki, Graham T. 65,988
Tames, Gerald 26,594
Tang, Kim 18,433
Tank, Janice 28,537
Taylor, Jim A. 28,370
Taylor, Karen 13,806
Taylor, Sharlene Susan 34,212
Tesfamariam, Hedat 17,945
Tetlock, Janet D. 30,947
Thacyk, Lisa 27,905
Thiemann, Anthony A. 40,966
Thompson, Sheila 29,855
Tice, Bernadette E. 52,345
Tkachuk, Kevin W. 7,702
Tochor, Jeff 33,224
Tod, Mitch J. 26,642
Todd, Randy 16,444
Tomanek, Victor C. 46,104
Tomporowski, Duane 49,848
Tomyn, Karen 21,046
Towriss, Sandi 7,118
Traill, Stuart 16,914
Tressel, Lorna J. 28,567
Tuer, Donna 48,861
Tulik, Terry R. 28,439
Turnbull, John B. 153,582
Ueland, Donna 29,865
Ulmer, Trent 4,600
Ulrich, Rodney 75,870
Urjasz, Annette 16,193
Urjasz, Marilyn 39,151
Valiaho, Karl 5,234
Van Luven, Tyler 10,982
Vandepolder, Gus J. A. 70,572
Venaas, Garry W. 49,826
Villeneuve, Rosella 9,874
Vincent, Donald L. 27,333
Volk, Edwin 28,399
Voss, Marvin R. 46,265
Waffle, Ronald Anthony 28,407
Wagner, Albert 3,038
Wake, Michelle 19,654
Walker, Shelly 8,161
Wall, Jody Lee 15,689
Wall, Leila M. 32,521
Wall, Robert 14,511
Wall, Ruby 17,005
Walsh, Anthony J. 57,618
Walsh, Ben 5,045
Walsh, Timothy 13,500
Walter, Kenneth N. 72,446
Ward, Brenda 29,611
Ward, Ralph W. 30,694
Ward, Wanda 4,300
Wasnik, Elsie 31,389
Waters, William George 28,441
Watson, Colin C. 36,275
Watson, Deana L. 24,031
Waugh, Marilyn A. 37,455
Wawryk, Robert Joseph 80,784
Webster, Jayd 2,904
Weeks, Harvey G. 40,882
Weinberger, Howard 41,326
Weinmaster, Bryon B. 28,960
Weir, Erin 4,689
Weir, Patrick 39,989
Weisgerber, Garth Timothy 41,900
Welday, Ethiopia 3,099
Welder, Roger D. 27,751
Welke, Grant Frances 72,522
Wells, Tracy 10,833
Welsh, Roderick 25,936
Wenman, Dean 34,141
Wesley, Linda 26,489
Wessel, Trevor K. 48,396
Weyenberg, Judy 16,151
Whitehead, Darren 71,539
Wiebe, Grant 29,143
Wight, Ron 91,167
Wilcocks, Dean 32,111
Wilcocks, Linda 11,300
Wilde, Gloria Mae 39,867
Wildey, Ronald E. 30,609
Will, Bonnette 6,509
Will, Margaret 27,544
Williams, Pamela 11,466
Williams, Terrance M. 33,903
Williams, Tracy M. 52,077
Williamson, Peter C. 30,479
Willison, Stuart Roy 30,676
Wilson, David Allan 66,571
Wilson, John A. 48,367
Wilson, Kate 3,268
Winter, Wayne 27,318
Wittal, Gloria F. 58,524
Woit, Paul 3,538
Wolbaum, Larry Anton 56,556
Wong, David 41,579
Woo, William 7,118
Wood, Doug 6,357
Wood, William J. 37,395

Woroniuk, Terry	54,837
Wright, Annette	56,580
Wright, Garry	48,343
Wright, Hugh	28,555
Wright, John D.	62,695
Wright, Lindsay	3,479
Yaholnitsky, Val	28,408
Yano, Tracy	17,223
Young, Triss	7,072
Zapran, Larry	15,463
Zaryski, Sandra E.	47,490
Zatylny, Aaron	4,266
Zatylny, Joanne	29,866
Zelantini, Dion	26,061
Zenuk, Landon	52,590
Zess, Jack	60,636
Ziegler, Robert	62,190
Zimmerman, Larry A.	71,526
Zinkhan, Janet	9,315
Zinn, Robyn L.	18,361
Zwozda, Marcy	3,587
Payees less than $2,500	106,321
Total	**$35,587,700**